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Bulletin

OFFICE OF TRAINING
DECEMBER • 1963



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This Christmas, mend a quarrel. Seek out a forgotten friend.
Dismiss suspicion, and replace it with trust. Write a love letter.
Share some treasure. Give a soft answer. Encourage youth. Manifest
your loyalty in word and deed. Keep a promise. Find the time. Forgo
a grudge. Forgive an enemy. Listen. Apologize if you were wrong.
Try to understand. Flout envy. Examine your demands on others.
Think first of someone else. Appreciate. Be kind; be gentle. Laugh
a little. Laugh a little more. Deserve confidence. Take up
arms against malice. Decry complacency. Express your
gratitude. Go to church. Welcome a stranger. Gladden the heart of a child.
Take pleasure in the beauty and wonder of the earth. Speak your love. Speak
it again. Speak it still once again.

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On behalf of all in the Office of Training
To all Agency Training Officers
To all those in other Components who are giving training
To all who are now taking training
To all readers of the OTR BULLETIN

Our thanks for helping to make our mission successful

Our pledge to continue offering more and better
training opportunities, and

Friendly Greetings at Christmas 1963
and a Happy New Year 1964!

25X1A



Matthew Baird
Director of Training

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BULLETIN BOARD

FOR
TRAINING
OFFICERS

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TRANSPORTATION TO BROYHILL

To plan the transportation of students from Headquarters to the Broyhill Building we will need from each student a statement of whether he intends to use Agency transportation. A revised Form 73 will provide space for this information. Until you receive the new forms, please make sure to include under Item 8 on the current forms: Agency transportation, Yes or No.

WRITING WORKSHOPS

The purpose of the Writing Workshops pretests is placement in an appropriate level of instruction. Taking the pretest does not automatically enroll you in the course. A Form 73 (Request for Internal Training) is still required.

NICKNAMES

Training Officers, please be sure to include the applicant's nickname on each application (Form 73)

for Management or Supervision courses. This will save you and AIB phone calls.

- CLANDESTINE SERVICES REVIEW** The next running of the Clandestine Services Review (CSR) Course will be from 8 to 18 March instead of the previously scheduled February dates. This is a full time, eight-day course; previous operations training or the equivalent in headquarters or field experience is a prerequisite. The CSR was developed to bring officers recently returned from the field up to date on the organization, functions, and relationships of the four Deputy Directorates of the Agency, and to review the role of the Agency in the intelligence community and current governmental mechanisms for the making, implementing, and coordinating of policy in foreign intelligence, counterintelligence, and covert action and collection. Officers at Headquarters who are scheduled for an early field assignment may be eligible. For further information call extension [REDACTED]
- CS RECORDS OFFICER COURSE** The Clandestine Services Records Officer Course will be given in January, February, April, May, and June. See the OTR Calendar in this issue for dates. This course is designed for CS Records Officers and prospective records officers. Its aim is to describe and emphasize the role records and records management play in the discharge of the mission of the Clandestine Services, and to sharpen and reinforce the judgment of each Records Officer in the handling and disposition of records. The course may also be useful for any CS officer whose responsibility includes indexing, cross filing, cross referencing, or disposition of CS records.
- CLERICAL SKILLS PRETESTS** Pretests for the Clerical Refresher Course are given in Room 2103, Washington Building Annex, Arlington Towers at 9:20 a.m. according to the following schedule:

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For the 13 January-7 February course:
8 January--typewriting pretest
9 January--shorthand pretest

For the 17 February-13 March course:
12 February--typewriting pretest
13 February--shorthand pretest

For the 23 March-17 April course:
18 March--typewriting pretest
19 March--shorthand pretest

For the 27 April-22 May course:
22 April--typewriting pretest
23 April--shorthand pretest

For further information, call extension [REDACTED]

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CLERICAL
SKILLS
QUALIFICATIONS
TESTS Clerical Skills Qualifications Tests are given in
Room 2130, Washington Building Annex, Arlington
Towers according to the following schedule (those
taking the tests will be notified of the time):

6 January	Typewriting
7 January	SHORTHAND
27 January	Typewriting
28 January	SHORTHAND
10 February	Typewriting
11 February	SHORTHAND
2 March	Typewriting
3 March	SHORTHAND
16 March	Typewriting
17 March	SHORTHAND
6 April	Typewriting
7 April	SHORTHAND
20 April	Typewriting
21 April	SHORTHAND

Clerical Skills Qualifications Tests are arranged
by Training Officers directly with the Clerical
Training Office, extension [REDACTED]

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CONFERENCE Teachers College of Columbia University announces
CENTER opening of a conference center in the Riverdale section

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of New York City. The former Dodge mansion, overlooking the Hudson, has been renovated and equipped to accommodate up to 150 people for a conference or seminars; it has overnight rooms for 30 and dining facilities, and rates as low as \$16.00 American plan. For details, call Mary [REDACTED]

PRINTING
SERVICES
SEMINAR

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The Office of Logistics will conduct a Printing Services Seminar on 21, 22, and 23 January, from 0900 to 1230. One of these sessions will be a tour of PSD [REDACTED] the other two will be given in Room GA-13 at Headquarters. Illustrated lectures cover various types of printing and photographic processes and demonstrate what is involved in cost estimates and selection of proper printing methods. A 30-minute motion picture, "Printing for Intelligence", is shown. The Seminar closes with a panel discussion and a question-and-answer period.

The Seminar has been planned as an Agency training program for administrative personnel and those whose jobs require an understanding of general printing processes and who are responsible for ordering, authorizing, or preparing material for printing. Responsible officers for all printing programs of Agency components are urged to participate in this Seminar.

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Those enrolling in the Seminar will be expected to attend all the sessions. Transportation will be provided to the printing plant. Please submit Form 73 (Request for Internal Training) to the Logistics Training Officer, Room 1305, Quarters Eye. Further information about the program may be had by calling [REDACTED].



An Open Letter to Midcareerists

To the Agency officer at
midcareer. . . .

To begin with a brief introduction, I too am a "mid-careerist". I'm (usually) a GS-13, in the Agency 11 years, about 40 years old, and I've been overseas for the Agency. I am a composite of those who attended the first running of OTR's new Midcareer Course. And that's what this letter is all about.

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It's a rare composite who has a voice, but such is the enthusiasm of the first Midcareer class that I want to give you a little more detailed idea of what the course includes and some of the reasons the whole class thought it was great.

Let's set the scene. You're at midcareer. Roughly half of your life in the Agency lies ahead of you, either quantitatively or qualitatively. The Agency sees potential in you...for greater responsibility, improved performance, promotion. You have been selected to have a part in the Midcareer Program. For the next few years you can count on having your career plans, your training, your assignments viewed in this light. A part of the Midcareer Program is the OTR Midcareer Course.

I believe I speak for all of the first class to go through this course when I say that it was one of the best things the Office of Training has pulled off in a long time. Of course, it had a lot going for it. The idea and the push for the course came from the seventh floor. OTR was given carte blanche to develop a course as good as or better than any other in this field. A lot of thought and a lot of effort went into refining the concept of midcareer training, selecting the specifics of the course, and organizing it. There may be changes and improvements in future runnings of the course, but I think they have a good thing going right now, worth every minute of the six weeks.

The aim of the course is to give the officer taking it an opportunity to widen his understanding of the Agency, the U.S. Government, and of international affairs. Two weeks were spent on CIA organization, problems, plans, and relationships, and on general problems of management. This was much more than merely a rehash of the IOC; top men in each field of activity, including the four Deputy Directors, described the functions and operations of their offices. Generous periods were set aside for questions and discussion.

The second two-week period was spent at the Brookings Institution, where a special program had been prepared for this course. Its objective is to provide Agency midcareerists a chance to broaden their knowledge of the relationships between government and society and the impact of governmental action on the nation's social and economic development; to widen their understanding of policy making and

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administration; and to develop approaches and attitudes leading to more effective administrative decisions and actions. The list of speakers included government officials and well known men from the academic world, as well as members of the Brookings staff.

For the final two weeks we were back at an Agency building to listen and question as prominent authorities and public figures expressed their views on the formulation of national security strategy, developments in space technology, conflicts in the Communist Bloc, the movement toward European union, and other important trends in world affairs. This was a terrific finale. How often do you get to hear and talk with the likes of Dean Acheson, William Bundy, Carleton Coon, and others of equal competence?

Was the aim of the course achieved? Were my knowledge and understanding of the Agency, the government, the problems of the world broadened? It was, they were! With bells on. I didn't learn any tradecraft, I still can't tell the difference between a SAM-2 and a Nike-Ajax, and I'm no expert on unvouchered funds. But those were not the objectives of the course. What I have gained is a concrete appreciation that the Central Intelligence Agency is somewhat bigger than the concerns and efforts of my own component; a good grasp of where the Agency fits into the making and carrying out of policy in the U.S. Government; and a recognition, deeper than the front page of the Washington POST, of the varied and urgent problems which confront the United States around the world.

How did OTR go about making these the most rewarding six weeks I have had since EOD? I discern several aspects of the course which seem to me to have contributed most to my understanding and satisfaction, to making the course so greatly exceed my somewhat cynical expectations: (1) Isolation. Isolation, that is, from every day office concerns. The fact that the course was given away from Langley helped tremendously. The two weeks at the [REDACTED] were particularly valuable because of the freedom from office and home problems, the time for reflection, and the opportunity for informal discussion with other students. Don't underestimate the value of this informal give-and-take between officers of different components. Call them bull-sessions if you

25X1A

will, they were one of the highlights of the course. The insights into the work and thinking of other parts of the Agency were both enlightening and humbling.

(2) The level and experience of the speakers. This made the course. These were people we hear about but seldom see. I had the opportunity, the golden opportunity, not only to hear them on subjects in which they are expert, but also to question them and discuss their statements and answers with them, sometimes in informal get-togethers after class. Never think it isn't worthwhile to discuss the future of the Agency with a Lyman Kirkpatrick, the uses of the raw intelligence we gather with a Ray Cline, the problems of national security with a William Bundy, the effects of the Sino-Soviet split on other communist nations with a [REDACTED] Chicom foreign policy with a [REDACTED] or developments in Vietnam with a [REDACTED]. I am honored and privileged to have heard these men and inspired to greater confidence that the affairs of the Agency and the nation are in good hands. Their freshness and spontaneity and openness were... well, you just don't get this kind of briefing from a desk officer.

(3) Stimulation. If the course did nothing else, it stimulated me to want more, made me dissatisfied with the rut I had been occupying, opened windows to new ideas and approaches, and motivated me to further study and reading. Cliches? Sure. Will anything come of all this stimulation? The answer to that, of course, is the only way to determine the real value of this course. If I don't become a better intelligence officer, if I'm not better able to see the whole picture and the part my particular job plays, if I don't understand better the problems of other components and cooperate with them more closely than I have in the past, I have sure enough wasted my time and OTR has wasted its and the Agency has been short-changed.

(4) Just plain knowledge. You know how it is: you're shut off in your own little cubicle; because of Agency compartmentation your contacts with other functions are limited. Or you go overseas and your knowledge of the Agency becomes obsolete while you're away; the word on organizational changes or new collection methods or tradecraft doctrine or policies just doesn't reach you or is not comprehended if it does. This course was an eye-opener. Thousands of people are doing thousands of different jobs all around me. I don't know

all about their work now, and don't need to; but I know a lot more than before the course, and this new knowledge, as well as all I learned about the rest of the Government and its world of problems, will undoubtedly aid me in my own job. An aside: the need-to-know principle was, by all but a few of the lecturers, interpreted very liberally, which is as I think it should be.

(5) Appreciation. A new, a broader appreciation of the mechanics of government; a recognition of the environment in which decisions must be reached; an awareness of intra-Agency and interagency problems; a perception of the possibilities open to the Agency, and to me; an intuition of some of the pressing questions of public affairs; and maybe a better apprehension of how to tailor my product to the needs of the government.

(6) Contacts. The "informal organization" should run a lot more smoothly now. Not only did I learn from the representatives of the other components; the intimate association with them left me with an idea of how they can help my work and of how to expedite the liaison.

Does all this sound enthusiastic? It's meant to. Have I gone overboard? I don't think so. The course was informative, enlightening, shocking, exciting, stimulating, upsetting, annoying, and provocative. The speakers gave information, raised questions, and provoked critical analysis. What more can you ask of a course?

Weren't there any faults? Don't I have any criticisms? A few, but they were all minor, and I'll do the OTR people the courtesy of giving them first shot at the nits I've picked.

It's too bad everybody at this grade level can't just fill out a Form 73 and take the course. That's impossible, of course, and not everyone who wants to take the course and would profit by it may have the opportunity. But, it's sure enough something to look forward to (and scheme for)...and if you get to take it I guarantee you'll come out of it a better Agency officer.

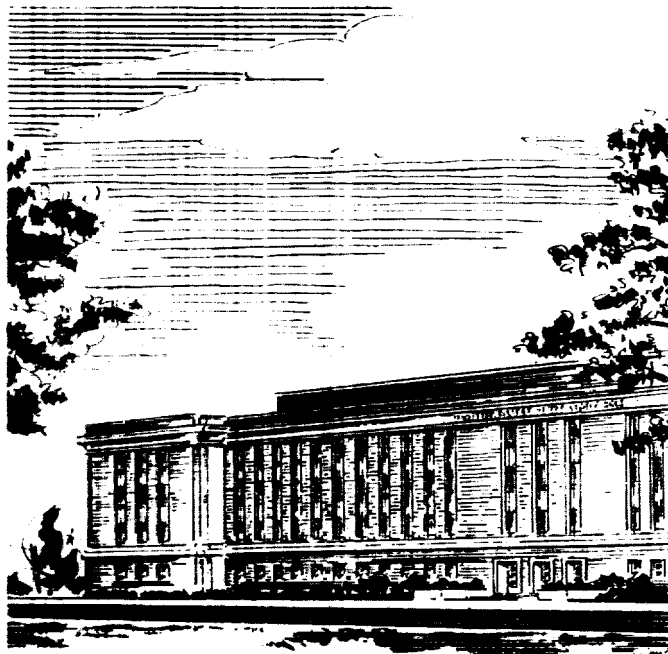
THE INDUSTRIAL COLLEGE

As early as World War I it became evident that in modern war the mobilization of the armed forces must be accompanied by a carefully planned and organized mobilization of the nation's full economic and industrial strength. Realization of this need resulted in the foundation of the Army Industrial College in 1924 to train officers to carry out the Army's responsibilities for peacetime planning of wartime economic preparedness. In this school was trained the nucleus of experts who, in large measure, made possible the vast program of wartime economic mobilization and military supply operations which provided the base of the Allied victory in the second World War.

In September 1948 the Industrial College of the Armed Forces was officially established as a joint senior military educational institution under the direction of the Joint Chiefs of Staff. The Army, Navy and Marine Corps, and the Air Force participate on an equal basis as members of the staff, faculty, and student body.

Since 1949 there have also been civilian students at the college, selected from senior government officials. CIA's quota allows it to send three officers to the ten-month Resident Course at the College each year. The Deputy Directors nominate, an ad hoc committee selects, and the DCI confirms these three as his representatives at the College.

The mission of the Industrial College is to conduct courses in the economic and industrial aspects of national security under all condi-



The Industrial College of the Armed Forces

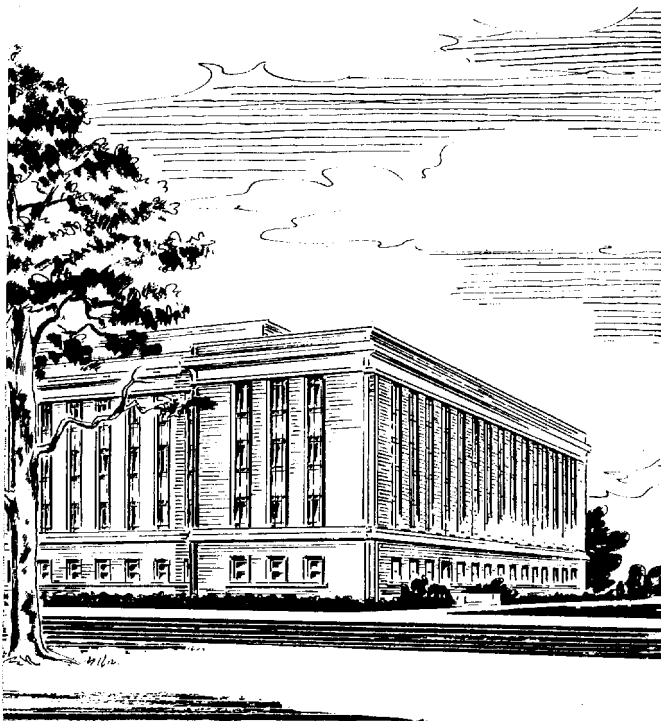
OF THE ARMED FORCES

tions and in the context of both national and world affairs. Inter-related military, logistical, administrative, scientific, technological, political, and social factors affecting national security are considered to the extent that they are pertinent. The economic-industrial emphasis in the Industrial College distinguishes its mission and program from those of the National War College, which stresses foreign policy and military strategy.

The core of the College's educational program is the Resident Course, now given each year to approximately 160 selected military and civilian officers representing all major functional, command, and technical responsibility in the military services and many government agencies. This course attempts to present a balanced background picture of world economic conditions, international politics, and the foreign and domestic scenes in terms of their influence on U. S. national security. Close attention is given to the impact of scientific and technological advances on military and economic strength, and to the problem of maintain-

ing social order and economic health under post-nuclear-attack conditions. Meeting and defeating the economic, political, and psychological challenges of communism are important themes of the course.

The Resident Course is divided into nine units: Foundations (a survey and review of economics, political science, and modern warfare and strategy); National Security Policies, Programs, and Budgets (the roles of government and other interests and groups); Resources (human and natural, domestic and foreign); Materiel Manage-



Fort Lesley J. McNair, Washington

ment (procurement policies, plans, and programs); Economic Stabilization (problems of a free-enterprise economy under conditions of international tension and in time of war); Contemporary International Policies (the East-West conflict; collective security; foreign policies and internal political and economic conditions in principal nations); Economic Capability for International Conflict (strengths and weaknesses in the economies of major nations; regional groupings); International Field Studies (visits to operating centers of economic, political, and military life in the free world); Plans and Readiness for Conflict (a critical analysis and appraisal of U. S. preparedness; preparation of comprehensive policies, plans, and actions for success in total or limited war and during a continuing period of international tension).

Lectures and seminars form the bulk of the Resident Course. Lectures are by members of the College faculty and by outstanding visiting specialists. Students form committees for discussion of specific problems. They work together on committee reports and each is expected to produce a thesis, and an oral presentation on an assigned subject. Consultation with faculty and outside military and civilian experts is encouraged. In addition to the International Field Studies Program, there are field trips to U.S. industrial installations and to the United Nations.

The Industrial College of the Armed Forces also has a School of Extension Studies. The principal offering of this school is the series of National Security Seminars. These are digests of the Resident Course presented each year in selected cities throughout the country. Two teams of Army, Navy, and Air Force officers make up the instructional staff. Each National Security Seminar is a two-week, five-hour-per-day series of lectures, forums, discussions, and visits to local industries. Each includes study of the natural, social, industrial, and related resources essential to a war economy in major world areas, examination of U. S. organization for national security, a critical appraisal of U. S. resources of power, fuel, transport, communications, strategic materials, manpower, agriculture, and manufacturing plant, evaluation of the communist threat, and emphasis on the interrelationship of the civilian and military components of the U.S. defense team. The objective of the Seminars is to expand the nucleus of informed individuals who are aware and capable of resolving the problems which arise from the external threats to the national economy and well-being. Enrollment is open to local military officers and key civilians in industry, business, labor, education, science, and civic community life.

The School of Extension Studies also has a graduate-level correspondence course which presents the subject matter of the Resident Course. The correspondence course is available to both military officers and civilians. It is organized into 22 textbooks and includes exercises and examinations. A certificate of completion is awarded to those who complete the course with a minimum average score of 60 in the examinations. Arrangements to take the course are made through External Training Branch, Registrar Staff/OTR. Applicants should be in GS Grade 11 or higher.

If you are tired of typing "The quick brown fox jumped over the lazy dog's back", try one of these other sentences containing all 26 letter of the alphabet:

A preliminary exam by a qualified vet shows that the major reason why the dog dozes is that he is a sack-hound.

Seven wildly panting fruitflies gazed anxiously at the juicy bouncing kumquat.

Quite a few very prominent Zulus just can't get very excited about Hackensack.

A pox on you, Jergens, old beanbag, you've squashed my favorite zweiback.

Many Happy Funerals To You!!!

A cemetery monument manufacturer recently wrote to a customer to thank him for an order. His letter closed: "We hope to serve you again in the future--and often." In other words, many happy funerals to you!

If you're not careful, the standard terminology often used in business letters can be pretty silly, even downright insulting. Here are some of the expressions we're referring to--together with the possible reactions of a modern reader:

Hereafter and henceforth.	How repetitious can you get?
Kindly command me	Are you kidding?
In due course of time	After the usual boondoggling.
I wish to state	Why wish? Just say it!
Permit me to say	Take off your stuffed shirt!
We beg to state	Get off your knees!
Kindly place your order.	Must I be kind?
I have before me your letter.	Of course! Answer it!
We beg to advise	Why not do it like a man?
This is to inform you that	Thaw out, brother!
Your letter of recent date	You mean my recent letter?
Thank you for your patronage	Business is business; patrons went out of style a century ago.
As you know	If not, I'm stupid, eh?
We note your request for.	Condescending of you!
First and foremost.	Double or nothing, eh?
Your esteemed communication	Wow!!!
Due to the fact that.	You mean because?
Contents duly noted.	By looking down your long nose?
We wish to thank you for)	
We want to thank you for).	Why stand there wishing and
We would like to thank you for).	wanting? Just do it.

How many of these expressions do you use? How many do you notice in the letters of the people who work for you? One or two won't necessarily ruin a letter, but they won't contribute anything, either. Every single one has hair on it--they've been in use for at least fifty years. The more of them you use, the more stuffy and stereotyped your letters will sound.

One of the greatest dangers of old-fashioned, hackneyed phrases is that we use them carelessly, without thinking. Consider, for example, the
(Please turn to page 36)

EXTERNAL PROGRAMS

REGISTRATION FOR EXTERNAL PROGRAMS

Applications for external training under Agency auspices should be sent through Training Officers to the Chief of the External Training Branch, extension [REDACTED]. An employee who wants to take outside courses at his own expense is required to make arrangements in accordance with the provisions of [REDACTED] paragraph 7e.

Further information on the external programs listed here and on others may be obtained from the Admissions and Information Branch of the Registrar's Staff, OTR. Call [REDACTED] extension [REDACTED] or come in to Room 839 Broyhill. AIB maintains a collection of catalogs, brochures, directories, and other publications of academic, commercial, and government institutions. Class schedules of local universities are available.

SHORT COURSES- GEORGIA INSTITUTE OF TECHNOLOGY

The Georgia Institute of Technology's Department of Short Courses and Conferences has scheduled the following courses during January and February:

20-27 January 1964 Methods of Operations Research

Lectures and discussions will be supplemented by supervised problem sessions. Major topics in the course are:

General Introduction to Operations Research

Value Measurement and Decision Criteria

Formulation and Analysis of Models

Quantitative Methods Useful in Operations Research

Analyses of Operational Problems

Implementation of the Results of Operations Research

Suggested Program for Self-Study of Operations Research

Registration deadline is 31 December. Registration fee: \$150.00.

27-31 January 1964 Project Management with CPM and PERT

This course is based on the forthcoming text on Project Management with CPM (Critical Path Method) and PERT (Program Evaluation and Review Techniques) and will be presented by the authors of the text, Joseph J. Moder and Cecil R. Phillips. It is assumed that all participants are engaged in project planning and control work. The only academic prerequisite is algebra. The registration deadline is 31 December.

10-14 February 1964 Management for Engineers

Specifically, in the areas of planning, organizing, and controlling, and understanding of the manager's role in the operations of his organization. No formal educational requirements for enrollment. The course fee is \$125.00. Registration deadline is 17 January 1964.

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OFF-CAMPUS COURSES SPRING SEMESTER The George Washington University's College of General Studies has scheduled eight courses for the Off-Campus Program at CIA Headquarters during the Spring Semester 1964. The courses are:

GEORGE WASHINGTON UNIVERSITY	Econ 2	Principles of Economics	Thurs
	Eng 2	English Composition (Pre-requisite Eng 1 or 1x)	Tues
	Hist 146	History of Russia: Revolution and Soviet rule, 1881-1960	Thurs
	Pol Sci 10	Government of the United States	Wed
	Pol Sci 172	International Organization: the United Nations	Tues
	Psych 8	Psychology of Adjustment	Wed
	Stat 101	Basic Principles of Statistical Methods	Wed
	Stat 102	Basic Principles of Statistical Methods	Tues

The American University will offer three courses in economics:

AMERICAN UNIVERSITY	19.301	Intermediate Econ. Analysis: Price	Wed
	19.507	Quantitative Economic Analysis	Thur
	19.515	Income Analysis (II): Analysis and Application	Tues

Enrollment in these courses is limited to overt Agency employees.

Registration for GWU courses will be held on 30-31 January; registration for AU courses, on 31 January. The exact time and place will be announced in a Special Bulletin.

GWU classes will begin the week of 10 February;
AU classes will begin 3 February.

Mr. Michael Jessup, Assistant Director of George Washington University's Off-campus Division, will be available for counseling on Monday, 27 January, from 10:00 a.m. to 5:00 p.m. An appointment to see Mr. Jessup can be made by calling extension [REDACTED]

GWU classes will meet from 5:45 p.m. to 8:15 p.m. on the evening indicated; AU courses, however, will begin at 5:10 p.m. and end at 7:30 p.m. Courses will carry 3 semester hours credit; special arrangements for an extra hour's credit may be made with GWU officials at the time of registration. The tuition rate is \$24 per credit hour.

CIA employees who wish to further their education but who cannot enroll in these courses because of cover considerations can get information about other local off-campus programs in the Office of the Registrar/TR. Schedules of courses to be given on university campuses are also available. Tuition rates for on-campus courses vary but are considerably higher than those for off-campus courses.

SPRING
SEMESTER
LOCAL
UNIVERSITIES

Registration dates of area universities for the 1964 Spring Semester are listed. The dates classes begin are also shown. Training requests (Form 136) from individuals seeking Agency sponsorship must be sent to the Registrar at least three weeks before the registration date.

	<u>Registration</u>	<u>Classes Begin</u>
The American U.	30, 31 Jan, 1 Feb	3 Feb
Catholic U.		
Undergraduate	24, 27, 28 Jan	4 Feb
Graduate	29 Jan-1 Feb	4 Feb
Dept. of Agriculture	25 Jan-1 Feb	3-7 Feb

D. C. Teachers Col.	27, 28 Jan	29 Jan
Georgetown U.		
New Students	27 Jan	3 Feb
Old Students	28, 29 Jan	3 Feb
George Washington U.	30 Jan-1 Feb	3 Feb
Howard University	29, 30 Jan	31 Jan
Johns Hopkins (SAIS)	3, 4 Feb	5 Feb
U. of Maryland	3-7 Feb	10 Feb
U. of Virginia	13 Jan-10 Feb	10 Feb

FSI Foreign Service Institute language courses scheduled during the remainder of FY 1964 (beginning date and length of course are given):

African (West)		
Bambara	23 Dec 63	16 wks.
Fula	13 Apr 64	16 wks.
Arabic	17 Feb 64	24 wks.
Burmese	17 Feb 64	24 wks.
Chinese (Mandarin)	17 Feb 64	24 wks.
French	2 Jan 64	16 wks.
	27 Jan 64	16 wks.
	24 Feb 64	16 wks.
	23 Mar 64	16 wks.
	20 Apr 64	16 wks.
	18 May 64	16 wks.
	15 Jun 64	16 wks.
German	2 Jan 64	16 wks.
	24 Feb 64	16 wks.
	20 Apr 64	16 wks.
	15 Jun 64	16 wks.
Hindi/Urdi	17 Feb 64	24 wks.
	17 Feb 64	44 wks.
Indonesian	11 May 64	24 wks.
Japanese	17 Feb 64	24 wks.
Persian	11 May 64	24 wks.
Portuguese(European)	2 Jan 64	16 wks.
Serbo-Croatian	17 Feb 64	24 wks.

Spanish(Spain)	2 Jan 64	16 wks.
	27 Jan 64	16 wks.
	24 Feb 64	16 wks.
	23 Mar 64	16 wks.
	20 Apr 64	16 wks.
	18 May 64	16 wks.
	15 Jun 64	16 wks.
Thai	17 Feb 64	24 wks.
Turkish	17 Feb 64	24 wks.
Vietnamese	13 Apr 64	24 wks.

CREI
EXTENSION
PROGRAM
CORRESPONDENCE
COURSES

For high school graduates with a minimum of technical experience or training, Capitol Radio Engineering Institute offers, through its Extension Division, correspondence programs in electronic and nuclear engineering and in mathematics. Successful completion of a program is certified by a diploma. Programs currently offered are:

Electronic Engineering Technology (with specialization in communications, navigation, television, instrumentation, radar, space data and tracking systems, servomechanisms, and other fields)

Automation and Industrial Electronic Engineering Technology

Nuclear Engineering Technology

Contemporary Mathematics

CREI also has programs for professional personnel leading directly to specialization in selected areas of:

Electronics (with specialization options in communications, radar, aeronautical and navigational engineering, and servomechanisms and computers)

Space Electronics (with specialization options in space data and tracking systems, and spacecraft guidance and control)

Nuclear Technology

Contemporary Mathematics

In addition to the above programs, CREI has a Special Program in Basic Electronics for technically employed persons to whom a knowledge of electronics will be useful, and a Health Physics Program to meet the needs of safety engineers, nurses, public safety officials, and others who use radiological testing equipment or who work in nuclear industry.

ADP
MASTER'S
DEGREE

The American University's School of Government and Public Administration has set up a model curriculum for a Master's Degree in automatic data processing systems. Fields of concentration are: Organization and Management; Automatic Data Processing Systems; National Government in the United States.

ADP
FOR FEDERAL
EXECUTIVES

The USDA Graduate School has announced a seminar in Automatic Data Processing for Federal Executives (GS-12 and above) on Tuesday and Thursday mornings from 18 February to 31 March. Requests to attend should be sent to ETB no later than 13 January; fee is \$135.

UCLA
SHORT
COURSE
TECHNICAL
DATA
MANAGEMENT

A short course in Technical Data Requirements for Systems Engineering and Support will be held at UCLA from 20-31 January. A degree in engineering, physics, science, mathematics, or the equivalent is prerequisite. The university's enrollment deadline is 6 January; fee is \$250.

STATISTICAL
METHODS

The USDA Graduate School will give a course in Statistical Methods for Federal Executives on Wednesday and Friday mornings from 4 March to 10 April. The course is designed for the nonstatistician who is in a position to use statistical results in planning and problem solving. Participants

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should be at the GS-13 level or above. Tuition is \$100. Requests to attend the course should be sent to External Training Branch no later than 29 January.

**LEADERSHIP
DEVELOPMENT**

A one-week laboratory-type conference in Executive Leadership Development will be held 4-8 May at the Woodner Hotel in Washington. The conference is sponsored by the D. C. Chapter of the American Society of Training Directors and Leadership Resources Inc. Registration fee is \$135.

**TRANSPORTATION
COURSES**

Spring Semester courses in transportation at American University are:

- 12.460 Principles of Transportation
(prerequisite: 19.300 or 19.446)
- 12.565 Physical Distribution Management
(prerequisite: 12.460 or 11.401)
- 12.566 Traffic Management
(prerequisite: 12.460)
- 12.570 Air Traffic Control and Airport Administration
(prerequisite: 12.564)
- 12.571 Trends and Problems in Transportation
(prerequisite: 12.460 or advanced standing)

**RAILROAD
MANAGEMENT
INSTITUTE**

Theme of the 18th annual Railroad Management Institute at American University 13-24 January will be "Progress Through Coordinating Research and Management Policy". Registration costs \$225. Applications should be sent to ETB no later than 2 January.

Other transportation institutes scheduled in 1964 include:

- 10-12 February Management Conference on Coordinated Transportation Systems

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9-20 March	16th Institute on Industrial Transportation and Traffic Management
27 April-1 May	17th Ocean Shipping and Foreign Trade Management Institute
9-20 November	18th Air Transport Management Institute

LITTAUER FELLOWSHIPS Harvard University's Graduate School of Public Administration has announced that the deadline for applying for Lucius N. Littauer Fellowships for the academic year 1964-65 is 15 March 1964. These fellowships are for public servants who have had considerable experience in government and preferably some graduate study in the social sciences, and who plan definitely to continue their careers in government service. Students pursue individual programs of study in one of the social sciences, particularly economics or political science, or they may combine two or more fields to meet specific needs. The fellowships are adjusted in amount to the needs of the student and may carry stipends up to \$5,300.

Persons interested in fellowships should write to the Registrar, 123 Littauer Center, Harvard University, Cambridge 38, Massachusetts.

PROFESSIONAL MEETINGS	12-15 Feb	CONFERENCE ON INTERNATIONAL EDUCATION, 5th, Washington, D. C., Feb. 12-15, 1964. Pearl G. Purcell, Conference Director, Institute of International Education, 800 2d Av., New York, N. Y. 10017.
	Feb or Apr 1964	INSTITUTE OF MANAGEMENT SCIENCES, International Meeting, 11th, Annual, Pittsburgh, Feb. or Apr. 64. R. M. Cyert, Chairman, P. O. B. 273, Pleasantville, N. Y. 10570.

- 2-6 Mar PITTSBURGH CONFERENCE ON ANALYTICAL CHEMISTRY AND APPLIED SPECTROSCOPY, 15th, Pittsburgh, Mar. 2-6, 1964. Dr. William A. Straub, Program Chairman, c/o Applied Research Laboratory, United States Steel Corp., Monroeville, Pa. 15145. Society for Analytical Chemists of Pittsburgh and Spectroscopy Society of Pittsburgh.
- 2-6 Mar SYMPOSIUM ON THERMAL RADIATION OF SOLIDS, San Francisco, Mar. 4-6, 1964. William D. Harris, Symposium on Thermal Radiation of Solids, Engineering and Sciences Extension, University of California, Berkeley, Calif. 94704. National Aeronautics and Space Administration; National Bureau of Standards; and U.S. Air Force.
- 16-18 Mar SOCIETY FOR INTERNATIONAL DEVELOPMENT, Conference, Annual, 6th, Washington, D. C., Mar. 16-18, 1964. Theodore Geiger, General Chairman, 1720 Rhode Island Av., NW, Washington, D. C. 20036.
- 23-26 Mar INSTITUTE OF ELECTRICAL AND ELECTRONICS ENGINEERS, International Convention, New York, Mar. 23-26, 1964. Box A, Lenox Hill Station, New York, N. Y. 10021.
- 19-24 Apr INTERNATIONAL CONFERENCE AND EXHIBIT ON AEROSPACE ELECTROTECHNOLOGY, Phoenix, Ariz., Apr. 19-25, 1964. Arnold A. Sorenson, Technical Program Chairman, Mail 3016, The Martin Co., Baltimore, Md. 21203.

- 11-14 May AEROSPACE MEDICAL ASSOCIATION, Meeting, 35th, Annual, Bal Harbour, Fla., May 11-14, 1964. Dr. William J. Kennard, Executive Vice President, Washington National Airport, Washington, D. C. 20001.
- 17-20 May AMERICAN INSTITUTE OF CHEMICAL ENGINEERS, 17-20 May 1964, Pittsburgh. R.S. Rhodes, 6015 Fifth Avenue, Pittsburgh, Pa. (Fundamentals, design and operations, Aerospace Technology, management and commercial areas, and educational opportunities.)
- 8-10 Jun SYMPOSIUM ON QUASI-OPTICS, 8-10 June 1964 J. Fox, Polytechnic Institute of Brooklyn, 55 Johnson Street, Brooklyn 1, N. Y. (Electromagnetic phenomena and techniques at wavelengths which have small scales compared to guiding or perturbing structure; emphasis on theoretical and experimental procedures.)
- 16-18 Jun INTERNATIONAL CONFERENCE ON PRECISION ELECTROMAGNETIC MEASUREMENTS, 4th, Boulder, Colo., June 16-18, 1964. James F. Brockman, Secretary, General Arrangements Committee, Boulder Laboratories, National Bureau of Standards, Boulder, Colorado. National Bureau of Standards, Radio Standards Laboratory; Institute of Electronics Engineers, Instrumentation Division and Professional Technical Group on Instrumentation and International Scientific Radio Union, U. S. Commission I (Radio Measurements and Standards).

24-26 Jun JOINT AUTOMATIC CONTROL CON-
 FERENCE, Stanford, Calif., June
 24-26, 1964. Loftis Zateh, Univer-
 sity of California, Berkeley, Calif.
 94704. Institute of Electronics En-
 gineers, American Society of Me-
 chanical Engineers, American In-
 stitute of Chemical Engineers and
 Instrument Society of America.

June INTERNATIONAL DATA PROCESSING
 CONFERENCE, New Orleans, June
 1964. Data Processing Management
 Association, 524 Busse Highway, Park
 Ridge, Ill. 60068.

Aug INTER-AMERICAN CONFERENCE
 ON OCCUPATIONAL MEDICINE AND
 TOXICOLOGY, 4th, Miami, Fla.,
 Aug. 1964. Dr. William B. Deichmann,
 Department of Pharmacology, School
 of Medicine, University of Miami,
 Coral Gables, Fla.

**JOINT
DEFENSE
PROGRAMS**

A recent DOD directive established a joint Defense training program for DOD personnel in logistics management jobs. Actions now planned or under consideration include converting Army inventory management courses at Fort Lee, Virginia, to joint courses for interservice use, establishment of joint courses in production management and maintenance at Wright-Patterson AFB, expansion of joint courses in management engineering techniques at Rock Island, Illinois, and development of a joint course in weapons systems program management.

OTR CALENDAR

The following is a list of OTR courses presently scheduled. As other courses are scheduled by the Office of Training, they will be announced in OTR BULLETINS. For further information call Admissions and Information Branch, extension [REDACTED]

Courses marked with an asterisk are given away from headquarters; registration closes two weeks in advance. All other registrations close the Wednesday before the course begins.

COURSE TITLE	DESCRIPTION	DATES
Administrative Procedures	full time, 80 hours	6-17 Jan 16-27 Mar
Americans Abroad Orientation	hours vary	on request, call [REDACTED]
Anticommunist Operations (Party Penetration)	part time, 80 hours	6 Apr - 1 May
Basic Paramilitary Ops	full time, 640 hours	3 Feb - 22 May
Budget & Finance Procedures	full time, 80 hours	24 Feb-13 Mar 4-22 May
Cable Refresher	part time, 4 1/2 hrs	on request, call [REDACTED]
China Familiarization	full time, 40 hours	to be announced
CIA Introduction	part time, 3 hours	for EOD's, every Monday afternoon
CIA Review	part time, 2 hours	14 Jan, 11 Feb
CI Familiarization	full time, 80 hours	3-14 Feb 13-24 Apr
CI Operations	full time, first week; part time second and third weeks 80 hrs	6-24 Jan 23 Mar-10 Apr

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Clerical Refresher	part time, 20-30 hrs (typing pretests given every Wednesday morning before course begins; shorthand pretests given every Thursday morning before course begins)	13 Jan-7 Feb 17 Feb-13 Mar
Counterinsurgency Program Planning	full time & part time 80 hours	11-29 May
Covert Action Operations	part time, 60 hours	13-31 Jan 30 Mar - 17 Apr
	full time, 80 hours	9-20 Mar
CP Organization & Operations	part time, 80 hours	9 Mar-3 Apr 1-26 Jun
CS Records Officer	part time, 20 hours	13-17 Jan 24-28 Feb
CS Review	full time, 64 hours	9-18 Mar 15-24 Jun
Dependents Briefing	part time, 6 hours	7-8 Jan 4-5 Feb
Effective Speaking	part time, 24 hours	6 Jan-12 Feb 17 Feb-25 Mar
Info Reports Familiarization	part time, 40 hours	6-17 Jan 9-20 Mar
Instructor Training	full time or part time	on request, call [REDACTED]
Intelligence Production for JOTs	full time, 400 hours	20 Apr - 26 Jun
Intelligence Research (Map and Photo Interpretation)	part time, 50 hours	3 Feb - 6 Mar
Intelligence Research Techniques	part time, 144 hours	17 Feb - 13 Mar
Introduction to Communism	full time, 80 hours	2-13 Mar 30 Mar-10 Apr
Introduction to Intelligence	full time, 80 hours	13-24 Jan 17-28 Feb
IRR&R	full time, 120 hours	27 Jan-14 Feb 6-24 Apr
JOT Class of Jan 1964	Headquarters segment	6 Jan - 6 Mar

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Language Courses	(for information call AIB, [REDACTED])	
*Management	full time, GS-11s & 12s	9-14 Feb (tentative)
*Midcareer	full time, 6 weeks	13 Jan - 20 Feb
*Operations	full time, 720 hours	9 Mar - 10 Jul
*Operations Familiarization	full time, 240 hours	9 Mar - 17 Apr
Operations Support	full time, 160 hours	27 Jan-20 Feb 6 Apr-1 May
Supervision (GS 5-10)	full time, 40 hours	16-20 Mar
Travel Procedures	full time, 40 hours	17-20 Feb 30 Mar - 3 Apr
USSR-Basic Country Survey	full time, 80 hours	4-29 May
Writing Workshops	part time, 27 hours	
Basic		4 - 27 Feb
Intermediate (DDS)		13 May - 5 June
Intermediate		18 Mar - 10 Apr
Advanced (OCR)		5 - 28 Feb
Advanced (DDS GS 15s & above)		12 May - 4 June
Correspondence		Register any time; use Form 73

(A pretest is required for Intermediate and Advanced Writing Workshops unless the previous level has been completed. Tests are given in Room 441 Bryhl on the last Monday of each month. Arrange for pretesting by calling extension [REDACTED])

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SENIOR
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DDP
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O/DCI
O/IG
 Inspection Staff
 Audit Staff
Comptroller
General Counsel

DDI
CGS
OCR

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FDD
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7E-32
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3E-30
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6E-69
7D-07

7F-35
2E-61
2E-61
4F-29
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7E-47
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6G-29
2400 Alcott Hall
402 1717 H
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DDS
Communications

Logistics

Medical

Personnel

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Training

DDS&T

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5E-56
5E-56
4E-71
4E-71
839 Broyhill

1E-4840
GH-19
6B-40
6F-43
6F-43

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executive of a huge life insurance company who recently wrote a policyholder as follows:

"As you know, your policy provides...etc. Consequently, no benefits are payable under this claim."

The policyholder, burned to a crisp, replied as follows:

"Obviously, we did not know, nor did your agent know, or we would not have spent the time and trouble to make out this claim. In effect, what you are saying to us is this: you are just plain stupid--you know you didn't have a claim."

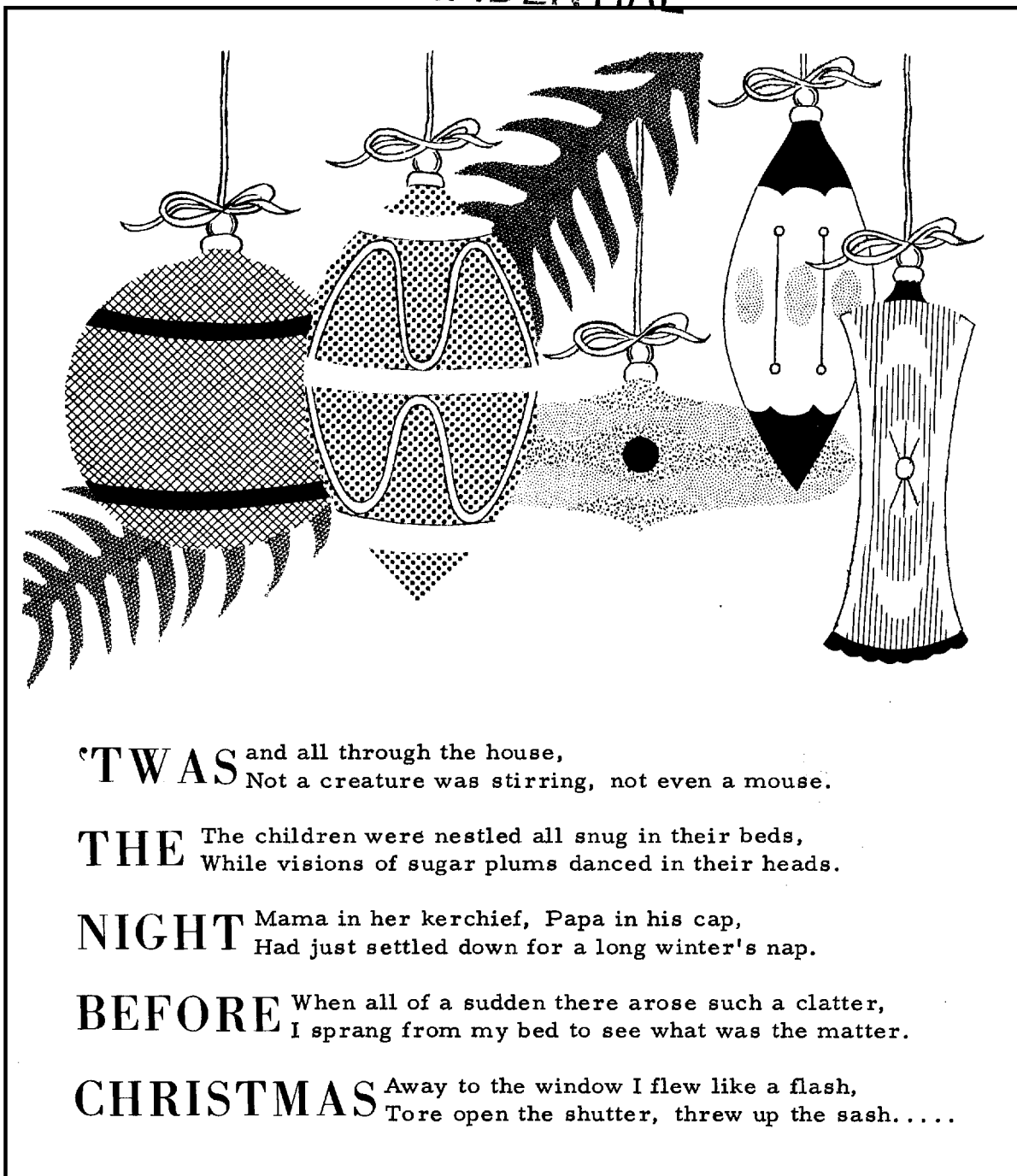
We mention these hackneyed, annoying expressions because they are a dramatic way to demonstrate the need for better training in the field of business correspondence. Not one person in ten who writes business letters--including college graduates--has had adequate training in the technique and psychology of doing it. It's more than a matter of the ability to express ideas. The clearest, most lucid letter ever written may leave a reader cold, sometimes furious.

Most business correspondents simply mimic the style of the person who preceded them. And their predecessors mimicked the fellow before them. Is it any wonder that so many business letters sound like something dug out of an attic trunk? Some are so stuffy, formal and frigid they might have been written by a robot.

(Watch for some positive suggestions for better letters in future issues.
--Ed.)

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'T WAS and all through the house,
Not a creature was stirring, not even a mouse.

THE The children were nestled all snug in their beds,
While visions of sugar plums danced in their heads.

NIGHT Mama in her kerchief, Papa in his cap,
Had just settled down for a long winter's nap.

BEFORE When all of a sudden there arose such a clatter,
I sprang from my bed to see what was the matter.

CHRISTMAS Away to the window I flew like a flash,
Tore open the shutter, threw up the sash.

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